

25 February 1955

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Ten Ways for Improving CIA's Personnel Management

Inasmuch as I have been one of the most persistent critics of the Agency's handling of its personnel, I am herewith submitting a ten-point program for improving personnel management. I have listed the suggestions in order of importance. These obviously do not exhaust what can be done, but should be considered a start:

1. Make "Service" the slogan of the Personnel Office, and see that every individual in that office understands and acts accordingly. The Personnel Office should be advised that its mission is to do what CIA wants done in the Personnel field even though it does not coincide with Civil Service practices.

2. Get fresh blood into the Personnel Office in the form of experienced and respected officers from other parts of the Agency, particularly DD/P. To do this give DD/S and D/Personnel the right to select ten GS-13 to GS-15's from other offices and place them in key office of Personnel jobs on a career rotation basis. Simultaneously, place the Office of Personnel people elsewhere in the Agency where they will obtain broadening experience.

3. Require all supervisors to take a short (12-20 hour) course in personnel management. This could easily be developed by the Office of Training in collaboration with the Office of Personnel and would give practical instruction on such subjects as: where to find and how to use the regulations on personnel; how to deal with requests for promotion; how to make out fitness reports; steps to take with mediocre or incompetent employees; the importance of keeping employees always advised of the caliber of their work; how often to have staff meetings and what to say at them; how to cope with employees' personal problems.

4. Place overseas returnees in positions before they return. This is not solely a problem for the Office of Personnel, but is one that can be solved by Personnel, DD/S and DD/P. It has been one of our sorest spots in personnel management, but one to my mind susceptible to easy solution by good administration and strong central control of personnel by DD/P. I would set a deadline of 30 June 1955 by which time every returnee will have a job waiting.

5. Eliminate placement by file shopping. If an employee is misplaced, he or she should be relocated by a system of interviews, and a placement officer should handcarry the file to interested supervisors.

6. Strengthen the procedures governing the handling of contract personnel by requiring that Personnel, General Counsel and the area division participate in all hiring and firing (or contract lapse) actions. This will eliminate many misunderstandings currently arising because contract agents have not been properly informed about their agreement with the Agency.

7. Place ironclad rules governing the use of personnel files. These should be available to only a limited number of senior officials in the Agency, and allowed out of the Personnel Office for only a limited time (48 hours). Further, the Personnel Office should devote a major effort to developing one master personnel file on each employee in which all pertinent information is placed. At present any employee who wishes to tamper with his personnel folder can do so with ease.

8. Place a woman in a senior position (even possibly as high as a second Deputy Assistant Director) in the Personnel Office and charge her with aggressively furthering the careers of women in the Agency. This woman should not only see that women are considered for top-level positions, where there is no requirement that the position be held by a man, but should also insure that women returning from overseas are properly placed.

9. Strengthen the Employee Services Division and reverse its emphasis from being available to assist employees to "selling" employees on the Agency and what it can do for them. This should be done, not by paperwork, but by direct contact with supervisors and employee groups at staff meetings, training courses etc. Our employee services are not mediocre, but are made to appear mediocre by poor public relations.

10. Insure in all employees in the Personnel Office and all supervisors that people are our most valuable asset—the good ones should be encouraged and assisted, the poor ones eliminated. But regardless of whether good or poor, they should be handled as human beings not as files, numbers or inanimate objects. I believe that the attitude, typified by referring to personnel as "surplus" like war goods or wheat, has been at the root of some of our mismanagement.

Lyman B. Kirkpatrick
Inspector General

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